



Introduction

Business Retention and Expansion

Economic Development: A Spectrum of Activities



Some BR+E Goals

- > **Build and improve relationships** with businesses
- > Identify and address **immediate concerns**
- > Create a **strategic action plan**
- > Increase the **competitiveness of existing businesses**

Why BR+E?

- Existing businesses **create more jobs**
- Existing businesses are **already invested in the community**
- Existing businesses can be **ambassadors for the community**

Typical Short-Term Goals of BR+E

- Build and improve **relationships** with businesses
- Build **capacity** between organizations in the community
- Collect **data**
- **Identify** and address immediate concerns
- Create a strategic action **plan**



Typical Long-Term Goals of BR+E



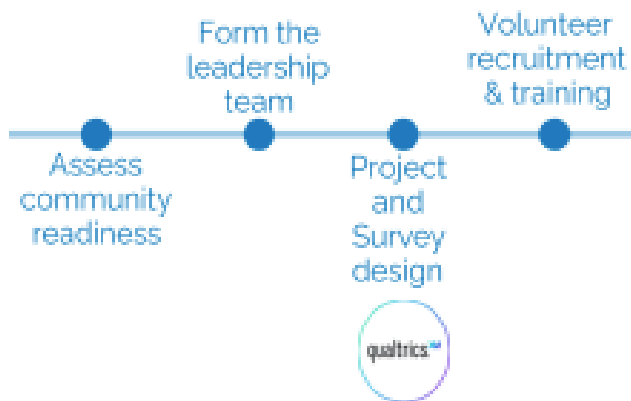
- Increase the competitiveness of existing businesses
- Enable business investment and job creation
- Foster the environment for business development

Four Stage Process



Four-Stage Process

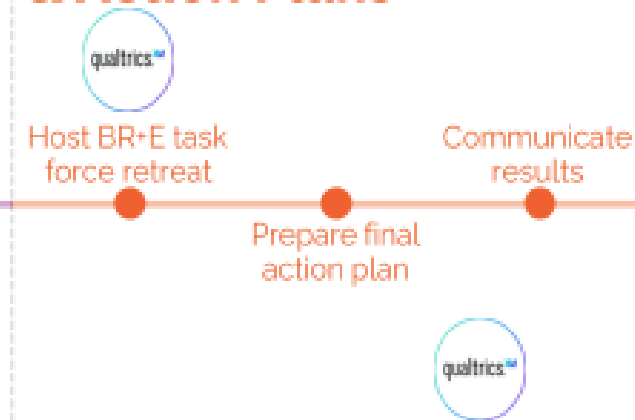
Stage I Preparation



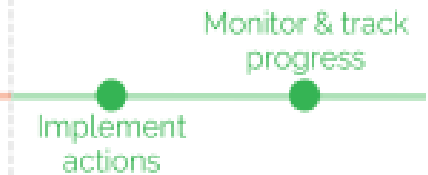
Stage II Collect & Analyze



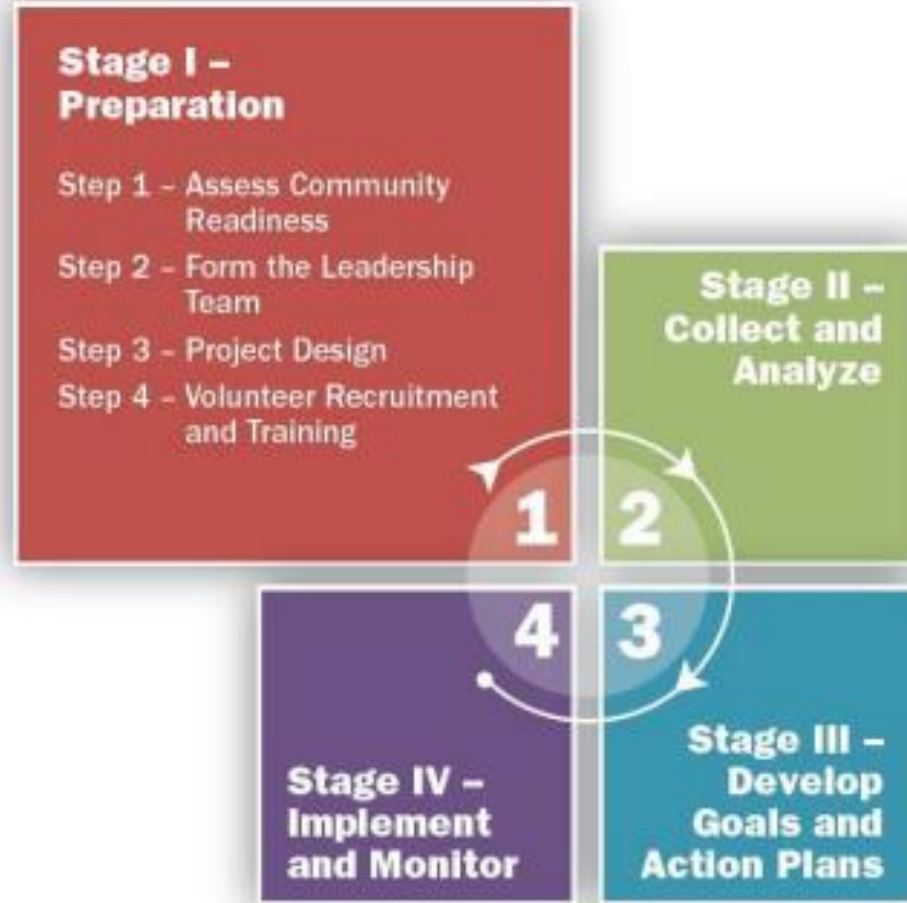
Stage III Develop Goals & Action Plans



Stage IV Implement & Monitor



Stage 1 – Preparation – 3 to 6 Months



Key Players

Town of Minto in partnership with the Minto Chamber of Commerce



EDPC

Belinda

Myles Buck,
Ministry of Rural
Affairs

- Saugeen CFDC
- Business Centre Guelph Wellington
- Career Education Council
- Waterloo, Wellington, Dufferin Workforce Planning Board
- Wellington Federation of Agriculture
- Utilities (Enbridge, Westario)
- County of Wellington – Ec. Dev & Planning

Performance Measures

ACTIVITIES

Measures directly related to the project activity	Measures that refer to the actual effects or results from the activities of a BR+E project
<ul style="list-style-type: none">• Number of business visits• Number of project partners• Number of referrals• Number of staff/volunteers• Level of government and business support• Media coverage (number of articles or distribution)• Number of specific actions identified• Attendance at public events• Action plan developed	<ul style="list-style-type: none">• Number of businesses assisted (type of assistance, value of assistance provided, etc.)• Number of businesses expanded and/or retained• Number of jobs created and retained• Rating of the business climate in the community• Dollars invested (public and private)• Cost savings to businesses• Increase in sales• Value of community projects• Value of retained tax assessment• Value of new tax assessment (from business expansions)• Number of actions/projects implemented

OUTCOMES

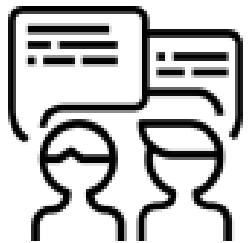
Project Brand



Survey Methods

INTERACTIVE

SELF ADMINISTERED



Face-to-face



Online
meeting



Telephone



Web-based



Mail



RANDOM
SAMPLING

VS.

TARGETED
BUSINESS
SELECTION

Business Sample Size

Number of Businesses	Confidence Interval 10%
50	33
100	49
250	70
500	81
750	85
1000	88

Our goal
75
businesses

Sample size resource:
<https://www.surveysystem.com/sscalc.htm>

Determine Sample Size

Confidence Level: ☒ 95% ☐ 99%

Confidence Interval:

Population:

Sample size needed:

Selecting Businesses

- Is **dependent on the objectives.**
- If the objective is to assess the size and performance of key sectors, factors could include:
 - The largest businesses (in terms of employment)
 - Sectors showing growth potential
 - Sectors experiencing challenges



NAICS Code	Description	100-199 Employees	200-499 Employees	500+ Employees	Total w/Employees	Survey Size (95% Confidence Level, 10% Confidence Interval)	% Share Total Business Population	Suggest Survey Count	Without Employees	Total
11	Agriculture, forestry	1	0	0	42	29	14.8%	11.1	362	404
21	Mining, quarrying,	0	0	0	0		0.0%	0.0	0	0
22	Utilities	0	0	0	1		0.4%	0.3	10	11
23	Construction	1	0	0	48	32	16.9%	12.7	83	131
31-33	Manufacturing	1	0	1	18	15	6.3%	4.8	16	34
41	Wholesale trade	0	0	0	17	15	5.8%	4.4	19	36
44-45	Retail trade	0	0	0	29		10.4%	7.8	24	53
48-49	Transportation and	0	0	0	11		3.9%	2.9	28	39
51	Information and cu	1	0	0	1		0.4%	0.3	6	7
52	Finance and insur	0	0	0	12		4.2%	3.2	25	37
53	Real estate and re	0	0	0	10		3.5%	2.6	151	161
54	Professional, scier	0	0	0	11		3.9%	2.9	25	36
55	Management of co	0	0	0	1		0.4%	0.3	12	13
56	Administrative and	0	0	0	5		1.8%	1.3	27	32
61	Educational servic	0	0	0	3		1.1%	0.8	3	6
62	Health care and sc	2	0	0	14	12	4.9%	3.7	34	48
71	Arts, entertainmen	0	0	0	3		1.1%	0.8	10	13
72	Accommodation an	1	0	0	12		4.2%	3.2	7	19
81	Other services (ex	0	0	0	37		13.0%	9.8	35	72
91	Public administrati	1	0	0	2		0.7%	0.5	0	2
X0	Unclassified	0	0	0	7		2.5%	1.8	80	87
		8	0	1	284	72		75	957	1,241

BR+E Survey



Business Information



Business Climate



Future Plans



Business Development



Workforce



Community
Development

+ BR+E Sector Surveys

- Tourism
- Manufacturing
- Agriculture
- Downtown/Retail
- Local Food
- Natural Resources/Mining

Survey Review and Edit



Skip-It Rule or deleting questions



Mandatory questions



Minimal editing is appropriate to make it reflective of your community



Adding new questions – check to see if the question is already asked



Role of Advisors

Before Adding Additional Questions, Ask Yourself:

What problem
are you trying
to solve?

What
information do
you need from
businesses?

What plan of
action do you
intend to take?

Who will take
this action?

Stage II Collect & Analyze

(4-6 months)

Address immediate
issues & opportunities

Conduct
business
interviews

Data
analysis



“Red Flag”?



- *Urgent issue* that requires immediate action
- Closure
- Relocation
- Downsizing

“Green Flag”?



Opportunities that requires immediate action

- Expanding
- Collaboration
- Connection to attract new business
- Connecting to programs + services

Stage III

Develop goals & action plans

(2-3 months)

Prepare final
action plan

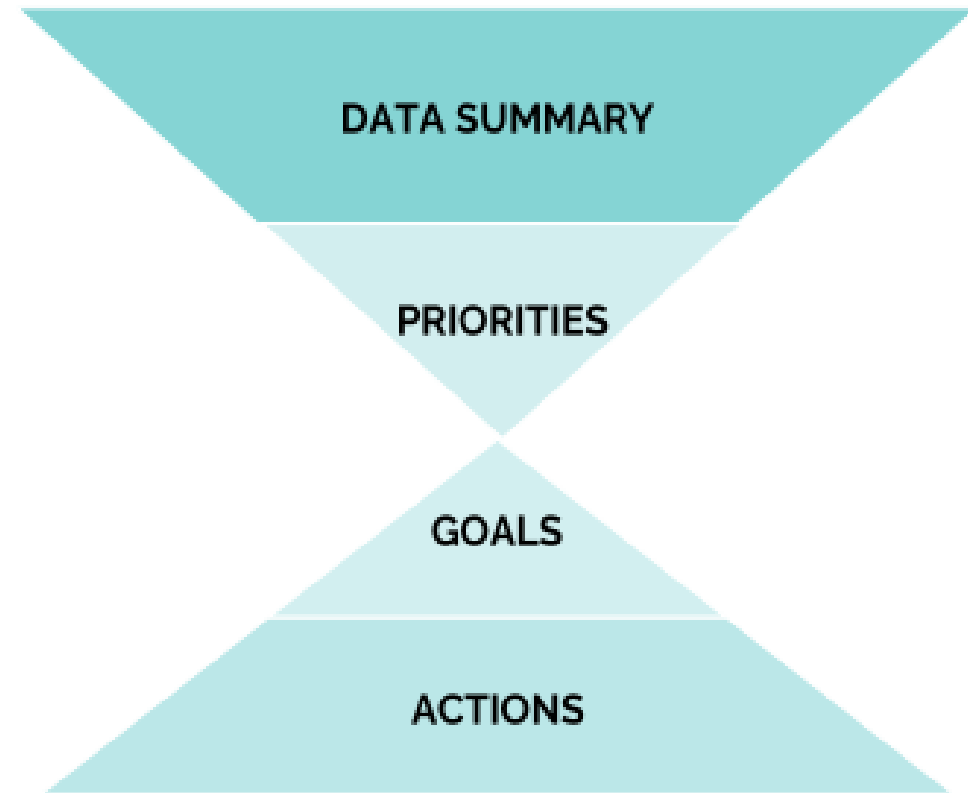
Host BR+E
task force
retreat

Communicate
results

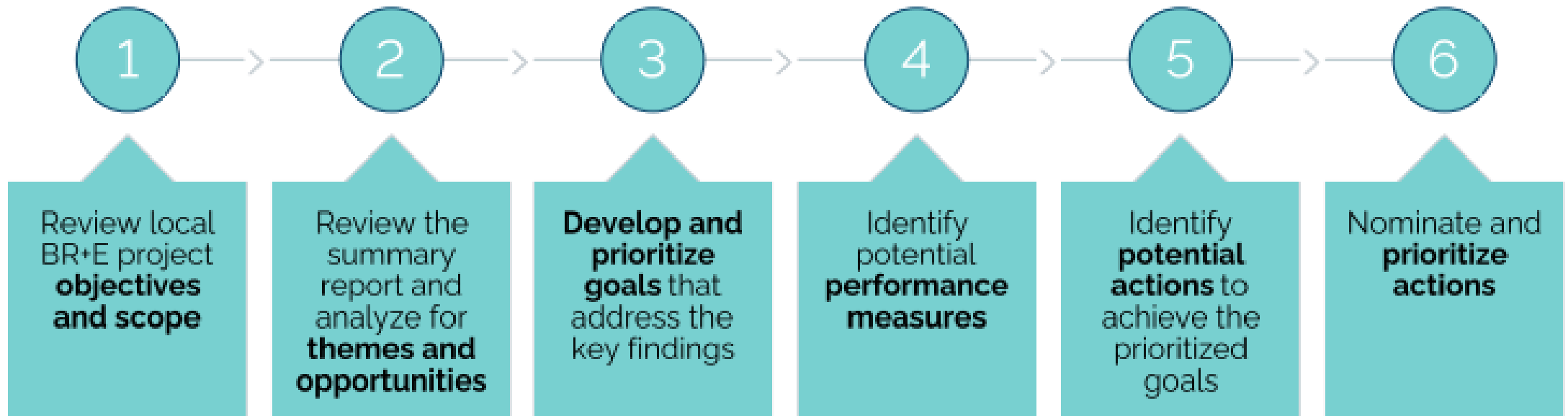


Purpose of the Task Force Retreat

1. Review survey data
2. Identify key findings and priorities
3. Develop goals that address key findings
4. Based on the goals, develop performance measures and action plans



The Ideal Task Force Retreat Agenda



Stage IV

Implement & Monitor

(12-24 months)

